

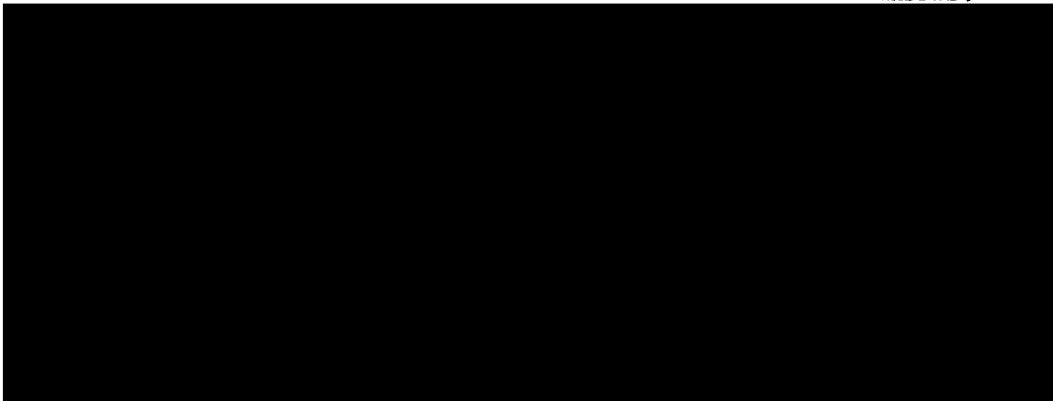
23 November 1955

MEMORANDUM FOR: Deputy Assistant Director for Operations
SUBJECT: Manpower Utilization
REFERENCE: DD(I) Memorandum dated 18 November 1955, same subject

1. The following is furnished in response to your request for information necessary to respond to the data requirements contained in reference.

Functions and Personnel

2. Functions assigned to Contact Division are as follows:



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Because of "common concern" aspects of (a), (b), and (c) above, no real order of priority can be established among these functions. With respect to (d), practical consideration of the overall mission of the Agency would indicate that the support function should not be placed in a lower category of priority. The following statements and discussion are therefore based on a consideration of equal importance of the above functions.

3. With the exception of certain elements of headquarters, the activities of Division personnel are so inextricably interwoven in the performance of these functions, particularly in the [redacted] of the numbers supporting a given function must of necessity be extremely rough. The following is such an estimate based on [redacted] estimates of professional time spent on the performance of functions, plus the assumption that clerical support would break down in approximately the same fashion. Figures are for on-duty strength as of 31 October 1955:

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NO CHANGE in Class. ☐

☐ DECLASSIFIED

Class. CHANGED TO: TS S (C)

Auth: EDA R.C. 7/1/63

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on the Analysis, Coding, and Machine Records Section of Index Branch, thereby forcing the abandonment of the machine method of recording source information. This would mean the sacrifice of 9 years' work in recording, by this method, information concerning

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operational cases, and is contained in approximately 1,500,000 punched cards. Another important consideration is the fact that duplicates of the punched card files are currently sent to the Vital Materials Center to assist Division headquarters in the direction of field operations in the event of emergency, which would also have to be abandoned. To substitute for the machine method it would be necessary to establish a manual system of recording source information which would tie in to the visible index of sources maintained and provide at least the minimum source records necessary to comply with the requirement of NSCID No. 7 for the maintenance of a central index of sources.

6. In sum, the elimination of the machine method of recording source information and the establishment of a manual system would require a large reduction of the items of information now recorded; a complete revision of the current methods of keeping statistical records would be necessary; and in addition the records now kept by [REDACTED] would have to be adjusted to an extent yet undetermined to substitute records in their own files for the items that would be eliminated from headquarters records.

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7. Reduction of headquarters personnel supporting the collection function would result in the elimination of staff positions now concerned with assisting the collection [REDACTED] through source studies and analyses, expert advice in specialized fields, and maintaining a requirements card file. The last-named responsibility could not be curtailed and would have to be passed on to the headquarters scientific and area branches; the first two activities would have to be performed on greatly curtailed bases by a senior division officer and the branches as circumstances permitted.

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10. Support. The nature of the support requirements levied on the Division is extremely varied, and they come from many components of the Agency. Some obviously are of greater urgency or importance than others, but no system of establishing priorities has as yet been attempted. A small amount of the requirements conceivably could be rejected, such as the recent support services rendered other IAC agencies, specifically, the arranging of industrial training visits for analysts and other specialists. However, it appears that, in the great majority of support requests, if the Division did not take action, other elements of the Agency would, which would result either in increased cost to the Agency or crossed wires with the Division's contact relationships or both. There appears, therefore, to be little slack which can be taken up in support activity; and as far as [REDACTED] most of the support requirements are represented by cases on which action of some sort must be reported. There is little spontaneous support activity on the part of [REDACTED]

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11. Collection. While collection activity of the Division is becoming more and more responsive to specific or guide-type requirements, a certain amount of the reporting results from what is considered "spontaneous" collection. This continues because (a) evaluations of reports not responsive to specific or guide requirements indicate that they are of value, though not proportionately as valuable as those responsive; (b) collection missions based on requirements frequently uncover available information, not responsive to requirements, which conceivably could be of interest to an element or elements of the intelligence community and common sense dictates the collecting and reporting of same; (c) spontaneous collection on occasion arouses interest and begets requirements for specific requirements; (d) a certain amount of coverage of marginal sources is kept up in the hope that valuable information will occasionally become available. In view of the above it is apparent that the overall performance of the collection function is more fluid than the performance of the other [REDACTED]

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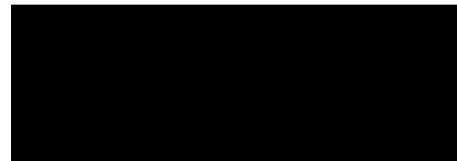
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Division has indicated that careful study should be given these two important gaps in the collection activities of the Agency. It is not possible, without such a study, to make any realistic estimate as to the number of additional personnel required to establish minimum programs of this nature.

External Contracts

20. Contact Division does not engage in contracting procedures or external research projects which in any way save personnel.

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Chief, Contact Division
Office of Operations